Item Number

Item Title

Item Point Value

## 2.2 Strategy Deployment (45 pts.)

Approach - Deployment

Basic Item requirements expressed in general terms

Specific Areas users need to address

➤ Describe your organization's strategy deployment process. Summarize your organization's action plans and related performance measures. Project the performance of these key measures into the future.

Within your response, include answers to the following questions:

a. Action Plan Development and Deployment

- (1) How do you develop action plans that address your key strategic objectives? What are your key shortand longer-term action plans? Include key changes, if any, in your products/services and/or your customers/markets.
- (2) What are your key human resource requirements and plans, based on your strategic objectives and action plans?
- (3) How do you allocate resources to ensure accomplishment of your overall action plan?
- (4) What are your key performance measures and/or indicators for tracking progress relative to your action plans?
- (5) How do you communicate and deploy your strategic objectives, action plans, and performance measures/indicators to achieve overall organizational alignment?

b. Performance Projection

- (1) What are your two-to-five year projections for key performance measures and/or indicators? Include key performance targets and/or goals, as appropriate.
- (2) How does your projected performance compare with competitors, key benchmarks, and past performance, as appropriate? What is the basis for these comparisons?

Notes have the following purposes:

— clarify key terms and/or

requirements

give instructions

indicate/clarifyimpor tant linkages

Location of Item

Description and Glossary Terms

Notes:

N1. Action plan development and deployment are closely linked to other Items in the Criteria and to the performance excellence framework on page 6. Examples of key linkages are:

- Item 1.1 for how your senior leaders set and communicate directions;
- Category 3 for gathering customer and market knowledge as input to your strategy and action plans, and for deploying action plans;
- Category 4 for information and analysis to support your development of strategy, to provide an effective performance basis for your performance measurements, and to track progress relative to your strategic objectives and action plans;
- Category 5 for your work system needs, employee education, training, and development needs, and related human resource factors resulting from action plane.
- Category 6 for process requirements resulting from your action plans; and
- Item 7.5 for accomplishments relative to your organizational strategy.

N2. Measures and/or indicators of projected performance (2.2b) might include changes resulting from new business ventures, business acquisitions, new value creation, market entry and/or shifts, and/or significant anticipated innovations in products, services, and/or technology.

For definitions of the following **key terms**, see pages 27-28: action plans, measures and indicators. For additional description of this Item, see pages 32-33.